

# **Engineering and Integration Working Integrated Product Team (E-WIPT) Charter**

## **Table of Contents**

1	CHARTER	2
1.1	Vision Statement	2
1.2	Mission Statement	2
1.3	Goals	2
1.4	Engineering and Integrated Product Team E-WIPT Membership	3
1.5	E-WIPT Roles and Responsibilities	4
1.6	Procedures and Guidelines	7
1.7	Administrative Requirement	7
1.8	Conflict Resolution	9

# 1 Charter

## 1.1 Vision Statement:

*“Increase job performance by providing high quality learning and electronic performance aids available anytime and anywhere”.*

## 1.2 Mission Statement

*“Implement an engineering management process that evolves and verifies an integrated, life-cycle balanced set of system solutions that satisfy customer needs for the Integrated Learning Environment”.*

## 1.3 Goals:

- Operational needs and requirements transformed into an integrated system design solution through concurrent consideration of all lifecycle needs (i.e., development, manufacturing, test and evaluation, verification, deployment, operations, support, training and disposal).
- Achieve compatibility, interoperability and integration of all ILE functional and physical interfaces.
- Use the System Engineering process to transition the current "as is" ILE environment forward toward the target "to be" environment.
- A documented system definition and design that reflect the requirements for all system elements: hardware, software, facilities, people, and data.
- Identify technical risks, document and propose solutions to facilitate their management.
- Scientific and engineering principles routinely applied to identify security vulnerabilities and to minimize or contain associated information assurance and force protection risks.
- Routinely apply systems engineering activities and decisions in a logical sequence to transform operational needs into a description of system performance parameters and a preferred system configuration.
- Employ a design process using development phasing that controls the design process and provides baselines that coordinate design efforts,
- Provide systems engineering processes for solving design problems and tracking requirements flow through the design effort.
- Achieve life cycle integration that involves customers in the design process and ensures that the system developed is viable throughout its life.

#### 1.4 Engineering and Integration Working Integrated Product Team (E-WIPT) Membership:

<i>Name</i>	<i>Position</i>	<i>Organization</i>	<i>Contact Information</i>
<b>E-WIPT Lead</b>			
	E-WIPT Lead		Phone: Cell Phone: Fax: Email:
<b>IPT Members</b>			
			Phone: Cell Phone: Fax: Email:
			Phone: Cell Phone: Fax: Email:
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Table 1- Engineering and Integration WIPT Membership (Level II IPT)

## **1.5 E-WIPT Roles and Responsibilities:**

### **1.5.1 E-WIPT Lead**

The Engineering and Integration Working Integrated Product Team (E-WIPT) Lead (Lead Systems Engineering (SE)) is responsible to the PM for ensuring that the correct technical tasks are completed during development through planning, tracking, and coordinating. The Lead SE is assigned authority, responsibility and accountability for the adequacy and accuracy of all Systems Engineering requirements for the ILE from initial tasking to the completed delivery and acceptance of all ILE material, data and services. The SE will be the primary interface between the E-WIPT and the PM IPT and will operate within DOD and DON Systems Engineering guidelines while performing as an empowered member of the PM IPT. In discharging these responsibilities, the Lead SE will:

- Serve as the focal point for hardware and software Systems Engineering management activities related to the ILE.
- Establish and chair an Engineering and Integration Working Integrated Product Team (E-WIPT). The Lead SE will establish the E-WIPT with each applicable ILE element assigned a qualified Systems Engineer.
- Call and chair E-WIPT meetings, and provide the PM IPT and E-WIPT member's periodic status of E-WIPT tasking, milestones, actions taken, and actions pending.
- Ensure that, for each assigned project, systems engineering requirements are properly and adequately analyzed and evaluated and an ILE engineering strategy is determined.
- Assume responsibility for the preparation, coordination and promulgation of systems engineering plans, reports, and documents.
- Coordinate and support all other WIPT's in the development and implementation of their products and processes.
- Ensure that systems engineering requirements identified are assigned to the appropriate Systems Engineer for detailed and realistic requirements definition and for preparation of inputs to the associated Requirements Documents, Request for Proposal (RFP), Integrated Logistics Support Plan (ILSP), Equipment Facility Requirement (EFR) Plan and other acquisition and management documents, as required.
- Prepare and coordinate budgetary estimates, alternatives and requirements for each systems element as required for inclusion in acquisition and management documents.

- Perform liaison and effect necessary interfaces between E-WIPT and upper level IPT's throughout all program phases.
- Ensure that the E-WIPT members are advised of all relevant E-WIPT meetings (including data calls), reviews, demonstrations, and discussions.
- Ensure that the impact on the ILE resulting from new or revised planning and/or design is assessed and that adjustments to the systems engineering requirements are implemented.
- Ensure the ILE system requirements and specifications are altered only after consultation with each affected element.
- Be responsible for coordinating the evaluation of technical/cost proposals for system/equipment contracts and provide written Proposal Evaluation Reports (PER's) on their capabilities, achievements, and acceptability from a systems engineering viewpoint.
- Direct the E-WIPT in acquisition planning, acquisition package preparation, DD-1423 preparation and reviews, proposal evaluations, pre- and post-award contract negotiations and conferences, test planning, and design reviews to ensure that ILE systems engineering requirements are adequately and accurately defined in acquisition documents.
- Represent program SE requirements during contract negotiations.
- Conduct SE program review conferences with contractor SE representatives.
- Monitor the activities applied to the acquisition of SE materials and products.
- Ensure that appropriate members of the E-WIPT are available to perform any inspections, audits, and Contract Data Requirements List (CDRL) deliverable reviews as specified by the contract.
- Provide the PM IPT with the schedule and duration of all required SE conferences and technical reviews, both contractual and otherwise, to ensure availability of necessary funding.
- Develop a total system design solution for the ILE that balances cost, schedule, performance, and risk.
- Conduct functional and requirements analysis as tasked.
- Develop and track technical information needed for decision-making.
- Verify that ILE technical solutions satisfy customer requirements.

- Develop an ILE system that can be produced economically and supported throughout its life cycle.
- Develop and monitor internal and external interface compatibility of the system and subsystems using an open systems approach.
- Establish baselines and configuration control.
- Establish structure and proper focus for system and major sub-system level design IPTs.
- Develop budget estimates for assigned projects.
- Assist the PM in developing strategies and in program planning, as requested by the PM
- Establish E-WIPT plan of action and milestones (POA&M)
- Propose tailored documentation and milestone requirements
- Review and provide early input to documents
- Coordinate E-WIPT activities with the PM IPT members
- Resolve or elevate issues in a timely manner
- Assume responsibility to obtain principals' concurrence on issues, as well as with applicable documents or portions of documents

#### 1.5.2 E-WIPT Members

E-WIPT Members shall assist the E-WIPT Lead as directed in promptly executing the E-WIPT responsibilities and accomplishing ILE program objectives while performing within the E-WIPT Charter. In discharging these responsibilities, the E-WIPT Members shall:

- Keep the E-WIPT Lead informed of the specifics on what is being done, when it will be accomplished, and associated cost and schedule implications.
- Attend meetings as required and come prepared.
- Commit yourself to the objectives of the IPT
- Represent your functional area without bias
- Actively seek and receive input of others

## **1.6 Procedures and Guidelines:**

### **1.6.1 Rules of Engagement for Meetings**

The E-WIPT shall hold weekly VTC/telecon meetings (Thursday at 1000 EST/0900 CST) and the E-WIPT Leader will attend quarterly PM IPT off-sites to ensure effective communication of program status across the IPT's membership.

### **1.6.2 "Single Voice" Policy**

Each IPT member will be afforded a voice concerning issues brought before the E-WIPT Lead. Once a decision has been reached in accordance with this charter, the decision will stand as the representative position of the E-WIPT.

### **1.6.3 No "Single Point Failure" Policy**

E-WIPT members must make reasonable attempts to participate in the weekly E-WIPT meetings. If their absence is unavoidable they should ensure empowered representation is present. Reasonable consideration shall be given to the contribution of an absent E-WIPT member prior to proceeding on an issue that impacts their area of authority and accountability.

### **1.6.4 Risk**

E-WIPT will identify risks and associated risk mitigation plans in accordance with process and procedures developed by the ILE Risk IPT.

## **1.7 Administrative Requirements**

### **1.7.1 Meetings**

#### **1.7.1.1 Agenda**

The E-WIPT Lead will assign a E-WIPT member to collect and publish agenda items for weekly meetings. Agenda input from the E-WIPT membership is due 24 hours prior to the weekly meeting. The agenda shall be strictly adhered to. The E-WIPT Lead shall insert a period of time into each agenda for open discussion issues.

#### **1.7.1.2 Minutes**

The E-WIPT Lead will assign a E-WIPT member to ensure that all issues discussed during the weekly meetings are recorded in the minutes. The weekly minutes shall be distributed for review with the following week's agenda.

#### **1.7.1.3 Action Items**

The E-WIPT Lead shall record all meeting action items in a central repository. Each item shall be assigned a unique tracking number and shall include the date of origination, the meeting that produced the action item, the person assigned

responsibility, projected closure date, and current status as updates are provided. A sample format is provided in Table 2.

Origination Date	Forum	Tracking #	Action Item	Task officer	Due Date	Status	Remarks

Table 2- Action Item Repository

#### 1.7.1.4 Frequency

##### **1.7.1.4.1 Weekly Teleconference**

The E-WIPT Lead shall attend the ILE PM IPT weekly teleconference by telephone conference, video teleconference, or in person as appropriate. The current time and location is each Thursday at 1400 (2 P.M. for you non-military types) via telephone conference. The E-WIPT Lead shall be notified by the PM of adjustments to the schedule and location of this meeting during the previous weekly meeting.

##### **1.7.1.4.2 Quarterly “In Person” Meeting**

The E-WIPT Lead shall attend the quarterly ILE PM IPT meeting in person. Once per quarter, the entire E-WIPT will meet in person. E-WIPT Lead will coordinate with other E-WIPT Leads to determine the advisability and suitability of conducting joint meetings.

#### 1.7.1.5 Meeting Summaries

Meeting summaries will be brief and will preclude revisiting previous agreements and wasting the time and resources of the team members. Meeting summaries will:

- Record attendance
- Document any decisions or agreements reached by the E-WIPT
- Document action items and suspenses
- Set the agenda for the next meeting
- Frame issues for higher-level resolution



#### 1.7.1.6 Reporting

- All E-WIPT data products will be forwarded for posting on the ILE Web Page IAW Acquisition Documentation & Control IPT processes and procedures.

#### 1.7.2 E-WIPT Communication

E-WIPT communications fall into two categories. The first communication type provides daily, spontaneous one-on-one or group inclusive communications. The second communication type is more formal, and consists of regularly scheduled E-WIPT meetings. These regularly scheduled meetings allow the E-WIPT to discuss and act on E-WIPT issues such as general leadership, direction, specific tasking, performance measurement, and conflict resolution.

#### 1.7.3 Decision Making Criteria

The E-WIPT decision criteria shall be in line with the E-WIPT structure. Decisions shall be resolved at the lowest possible level with the E-WIPT Lead having the final authority on all decisions elevated to his/her level.

#### 1.7.4 Risk Management

E-WIPT will identify Engineering and Integration risks and associated risk mitigation plans in accordance with processes and procedures developed by the ILE R-IPT.

### 1.8 **Conflict Resolution**

A key strength of IPTs is their ability to effectively resolve technical and programmatic problems in a timely way. IPT leaders, empowered by the Program Manager and functional manager(s), use their experience and judgment in guiding their multidisciplinary teams. They approach each and every problem with a keen sense of what is most important to their product and customer. However, there are many areas common across programs in this regard, the most important of which are addressed below.

#### 1.8.1 Consensus Building

- 1.9 Depending on the life cycle of a program and the specific IPT structure employed, “routine” matters may differ substantially between programs. What we are addressing here are those matters where the IPT, through its make-up and overall experience level, is well suited to deal with the question(s) at hand. In these cases the IPT leaders encourage team members to bring all relevant facts to the table. Open, two-way communication ensues, throughout which the team leaders are particularly conscientious in drawing out all relevant facts and opinions. Using the

ultimate criteria of what is best for the product and customer, the IPT leader guides the team towards a consensus, which all members can support. The judgment of the team leader is critical in this process in a number of ways. First, he/she ensures all team members, not just the more vocal ones, have the opportunity to participate and express their opinions. Second, the team leader takes note of whether the decision reached represents a strong consensus or a weak one. In the case of the latter, more senior members of the IPT must understand the situation, so that if factors change, earlier decisions can be revisited, if necessary. Finally, the team leader is particularly sensitive to minority opinions. The process should in no way be viewed simply as one of “majority rules.” Minority opinions are adequately explored and considered, for experience has shown us that they are sometimes the best.

#### 1.9.1 External Conflict Resolution Support

There will be times, however infrequent, when the IPT Lead is unable to forge a consensus within the team on a particular matter. An example might be where several team members, backed by technical functional leadership, feel strongly that a technical compromise under consideration is unacceptable for reasons of long-term product integrity. These cases will be particularly challenging to the team leader and will require all his/her experience, maturity and judgment. Handled correctly, the conflict can actually be a positive reinforcement of the process and enhance the sense of “team.” Handled incorrectly, though, the conflict can become a divisive factor and damage the team’s ability to interact effectively. The key to resolving conflict is the general acceptance by all team members that their overarching objective is to do what’s best for their product and customer. With this common understanding, the issue at hand becomes more manageable, in that it is more clearly a matter of “means” rather than “motivation.” Equally important is the way IPT leaders deal with the conflict. It is rarely, if ever, appropriate for an IPT leader to make a unilateral decision in the absence of a team consensus. Conflicts, which cannot be resolved through normal IPT to IPT communications, will be presented to the Program Management IPT for resolution.